

**THOMAS G. MAHNKEN**  
**DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR POLICY PLANNING**  
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Dr. Mahnken has served as the Deputy Assistant Secretary of Defense for Policy Planning since November 2006. He is responsible for the major strategic planning functions within the Office of the Secretary of Defense. He provides advice on strategy and policy to the Secretary of Defense, Deputy Secretary of Defense, and Undersecretary of Defense for Policy. He is also responsible for the preparation of guidance for war plans and the development of the defense planning scenarios. Between September and October 2006, he was Deputy Assistant Secretary of Defense for Resources and Plans and Acting Deputy Assistant Secretary of Defense for Policy Planning. Between 1997 and 2006, Dr. Mahnken was a Professor of Strategy at the U.S. Naval War College. From 2004 to 2006, he was a Visiting Fellow at the Philip Merrill Center for Strategic Studies at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). Between 2003 and 2004, he served as the Acting Director of the SAIS Strategic Studies Program.

Dr. Mahnken served on the staff of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction. In 1995-1996, he was a National Security Fellow at the John M. Olin Institute for Strategic Studies at Harvard University. In 1992-1994, he served in the Defense Department's Office of Net Assessment. He served as a member of the Gulf War Air Power Survey, commissioned by the Secretary of the Air Force to examine the performance of U.S. forces during the 1991 Gulf War. In 1988-1989, he served as an analyst in the Non-Proliferation Directorate of OSD, where he was responsible for enforcing U.S. missile proliferation policy.

Dr. Mahnken is the author of *Uncovering Ways of War: U.S. Intelligence and Foreign Military Innovation, 1918-1941* (Cornell University Press, 2002) and (with James R. FitzSimonds) of *The Limits of Transformation: Officer Attitudes toward the Revolution in Military Affairs* (Naval War College Press, 2003). He is the editor (with Emily O. Goldman) of *The Information Revolution in Military Affairs in Asia* (Palgrave MacMillan, 2004) and (with Richard K. Betts) of *Paradoxes of Strategic Intelligence: Essays in Honor of Michael I. Handel* (Frank Cass, 2003). He has published numerous articles on national security topics.

As a Navy Reserve intelligence officer, he served with Naval Special Warfare units in Iraq and Bahrain and was part of NATO's initial deployment into Kosovo in 1999.

Dr. Mahnken earned his MA and Ph.D. in international affairs from the Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). He was a *summa cum laude* graduate of the University of Southern California with bachelor's degrees in history and international relations (with highest honors) and a certificate in defense and strategic studies.